

Deputy to the IHSA

A. Position Identity

Deputy Information Handling Systems Architect, (IHSA) DDA, Position 0000. The Deputy reports to the IHSA and is the lead professional technologist in the office. He provides both an in-depth knowledge of the Agency and the professional leadership to a multidisciplinary senior staff of information handling systems technologists. Collective expertise of the staff includes software engineering, computer science, communications systems, and information handling systems analysis/computer modeling. From this background, he will deal broadly with senior managers in the Agency and the Intelligence Community.

B. Major Duties

1. Responsible for Agency linkages, assuring the efficacy of working relationships between staff members and members of the Agency community. Assure that in the IHSA's planning, analyses, review, and guidance, there is an accurate appreciation of the specific information handling needs of relevant offices.

2. Assure that the real operational environment of the Agency is adequately and accurately reflected in standards, procedures, analyses, and strategic planning. He will assure that the Agency-wide personnel element of this factor is adequately considered and appropriately represented, including career and professional development patterns.

3. Negotiate information handling implementation plans, particularly where there are conflicting perspective relative to requirements, development plans, and allocation of implementation responsibilities. These office and directorate level negotiations must be conducted with tact, firmness, and technical knowledgeability to assure that the optimal resolution is attained relative to both user and Agency objectives.

4. In the performance of strategic planning for the Agency's information handling systems, he will use his expertise to identify critical areas requiring tradeoff studies and in-depth technical analysis. For such areas, he will define the specific issues to be studied and the parameters in terms of which the tradeoffs are to be developed. He will assure that the approach to the tradeoff analysis is consistent with the analytic requirements of the effort.

5. Guide and lead the development and implementation of Agency-wide instructions concerning information handling systems development, enhancement, and maintenance. These standards will cover procedures, documentation, standards and reporting requirements. In this effort, he will use the most modern, proved management techniques.

6. Guide the development and maintenance of a large database for management support within the Office of the IHSA. On the basis of the needed summary and project data, assure that the necessary data is collected, that it is organized in the optimal manner, and that security requirements are properly handled. It will be necessary for him to use his expert knowledge of the current operational environment so that the data requirements can be configured to the available data to the maximum extent possible. The added burden on operational units supplying information is to be minimized.

7. Substitutes and acts for the IHSA in his absence. Responsibilities include chairing approval reviews for the designs of new information handling systems and representing the Agency at meetings with senior managers from this and other Community agencies.

8. Evaluates information handling system development and maintenance plans with respect to schedule and cost realism. Projects cost and schedule values for ongoing projects, based on history-to-date and user assessments of technological factors.

9. Projects long-range technological developments and likely functionalities in the areas of his expertise.

C. Evaluation Factors

1. Knowledge and Abilities

He should possess a combination of three assets: a broad knowledge gained from personal experience of the Agency's information handling assets, procedures, and functions; specific management experience in the design and management processes for the development of large information handling systems, including responsibility for the development of at least one major system; and in-depth expertise in at least one of three areas: large processing systems development, communications and teleprocessing systems development, or systems software design and application.

In addition, he must have a broad knowledge of the existing technology in his area of expertise. As a consequence of experience in seeing new technology translated into new

systems capabilities, he must be able to project realistically the functional potentialities of current, emerging technology.

These knowledge resources must be combined with a demonstrated ability to influence effectively the management process of a large organization.

2. Difficulty of Work

Able to deal with and report through Agency's top management decision processes relative to information handling issues. The subject matter is highly technical and multidisciplinary, within the context of information handling systems, covering processing machinery, software engineering, communications, printing and reproduction, human factors, and records management.

He must be able to structure unstructured problems and direct efforts into high priority areas. In doing this, he must define key issues and prioritize objectives. He must be able to develop the top-level problem description or system definition and then effectively allocate resources to deal with it.

Able to effectively structure, charge, and guide analytic efforts. In the process, he will formulate the statement of work and structure an effective effort within the prescribed limitations of time and scope. In most instances, this will require a high level of technical expertise, since the time and scope will generally be sharply constrained to meet the exigencies of decision data, top-level inquiries, and program planning submittals. There must be knowledgeable and effective review of the work-in-progress and results. The results summarization must be clear and concise, focusing top-management's attention on the central issues or results.

In carrying out his responsibilities, the Deputy IHSA will meet with senior Agency management, chair decision panels in the IHSA's absence, and meet with Community intelligence system managers. He will negotiate inter-directorate requirements, will resolve resource allocation conflicts, and will have to be persuasive in communicating the need for changes in procedures or technological approaches. In doing so, he will constantly be required to use independent judgement.

3. Responsibility

The analyses, negotiations, strategic planning, and representations of the Deputy will have a direct impact on the effectiveness of the annual application of over [] of the Agency's resources. The results of his work are subject to

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the guidance, review, and approval by the IHSA. As forwarded, they will be subject to review and approval at both directorate and DCI levels.

4. Personal Relationships

The Deputy's position involves contacts with Agency officials at the office, directorate, and Agency level. Externally, it involves contact at comparable management levels within other agencies and departments and corporate level management in the private sector. The contacts will involve negotiation of requirements, presentation of plans and recommendations, information exchange and planning with respect to information handling systems, coordination of activities and requirements, and assessment of emergent technologies. Matters for discussion frequently will be controversial. The incumbent's role with external contacts will require tact and persuasiveness.

Internally, the Deputy will be the leading technical professional in a group of high caliber, experienced professionals. He will have to command the respect of the subordinate professionals, and provide leadership in a mature and tactful manner. He must deal effectively with personal problems and provide valued career counseling. He must be experienced and mature in the evaluation of the performance of subordinates. He must have the self-confidence to seek the best professional skills and accept and capitalize on the best advice.

5. Supervision and Guidance Received

Receives his assignments and initiating policy from the IHSA including resources and priorities. The deputy will perform many of the same functions as the IHSA, acting under his general oral guidance, particularly in the areas of negotiations of implementation plans, development of Agency-level instructions, and IHS data requirements. The workload in these areas will simply be too great for the IHSA to carry alone, and the knowledgeable and authoritative independent supplementations of the IHSA function is required.

The incumbent will also have some directly assigned responsibilities. Some will be IHS issues, some planning responsibilities, and he will be responsible for the office database. In all, he is required to act independently in executing his responsibilities, defining tasks, priorities, schedules, and work products.

Performance is evaluated based upon: the acceptance of plans and recommendations by senior Agency management, the degree

to which the incumbent maintains good personal relationships with the management levels involved, the effectiveness with which he functions at a systems level, and the management expertise displayed in developing strategic plans and policy.